

Program Year 2001
Wisconsin Department of Workforce Development
Governor's Council on Workforce Investment

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### State of Wisconsin

### **COUNCIL ON WORKFORCE INVESTMENT**

December 6, 2002

I am pleased to present the second Wisconsin Workforce Investment Act Annual Report.

Like other states, Wisconsin's economy has suffered setbacks in the past year. In our workforce, we face the twin issues of higher unemployment in some areas and labor shortages in others. The role of WIA as a vehicle for training the future workforce has become even more important as we face an uncertain future.

With funding an issue, we must increase and improve relationships with our partners, at both the state and local areas, to make the most efficient use of all of our resources and better serve our customers.

As WIA faces reauthorization next year, we believe we have made progress in building a one-stop system for the employers and workers of the state. Although we are not there yet, we will continue our efforts to help our people and businesses reach their full potential.

Sincerely,

J. Michael Borden, Chairman Council on Workforce Investment

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## The State of the State

This report covers the program year from July 1, 2001 to June 30, 2002. The second year of WIA was far different from the first. The booming economy has given way to a slowing of growth and uncertainty about the future.

As a state, Wisconsin has undertaken special efforts to deal with labor shortages, such as in the health care area, and has proposed a comprehensive plan to address and meet the workforce and business needs of the future. WIA will be an integral part of that effort.

WIA is fundamentally an opportunity for cooperation and sharing across a wide variety of programs so they can serve their customers in an efficient and effective manner. For all of us to succeed, and thus best serve the employers and workers of Wisconsin, that commitment to working together will have to continue. As we look forward to reauthorization of WIA in 2003, we are hopeful that efforts will be made in that legislation to allow that cooperative spirit to grow.

This report shows how Wisconsin is already finding success in partnership involving the Department of Workforce Development, the Governor's Council on Workforce Investment, the eleven workforce development boards and the employers and businesses of the state.

### Wisconsin's Labor Market

Over the past twelve months, Wisconsin has experienced a very troubling and persistent recession in the manufacturing sector. There has been a loss of over 20,000 jobs in the monthly average, and in the twelve months prior, 30,000 jobs monthly were lost.

This loss of manufacturing is very difficult for Wisconsin, as the State's job market economy is still very much manufacturing oriented. For most of the decade of the 1990s, manufacturing made up over 22 percent of the State's total job market. For the first ten months of 2002, manufacturing has been 19.7 percent of the State's total job market. Manufacturing also provides the highest wage level to workers of any of the state's major employment sectors.

In the period of 1990 through 2001, Wisconsin had an average monthly unemployment total of 116,700, based on a labor force of 2,821,000, for an average unemployment rate of 4.1 percent. The monthly average unemployment total was as low as 88,101 in 1999. For 2002, the average monthly total will be 155,750, for an average unemployment rate of 5.1 percent. Claims for unemployment insurance for the state have been fifty percent higher for the past two years than they were in prior years.

Based on the demographic trends that Wisconsin is experiencing, these changed labor market conditions will lead to an even more acute labor shortage as the economy recovers. Wisconsin, along with many Midwestern States, has been experiencing a short supply of young adults based primarily on a very low birth total between 1965 and 2001. This has been exaggerated by an out-migration of Wisconsin's young educated population. In periods of recession, this out-migration is amplified.

It is not likely that Wisconsin will see further deterioration in its labor market over the next several months. However, to a very great extent, this recent two-year slowdown in the state's economy could not have come at a more unfortunate time. It will and has given a false sense of security to business and political leaders at the very time when the worker shortage problem will begin escalating.

Although presently engrossed in the recession, the real policy issue for the State will be the worker shortage issue. Firms, especially those involved in manufacturing, will and have backed off on training, and yet they are about to be hit by large numbers of retiring workers as baby boomers reach retirement age.

## Dislocated Workers

\$2.3 million was utilized to provide additional resources to seven workforce development areas whose local funds were insufficient to meet the needs of dislocated workers in their areas. This included five start-up grants of up to \$25,000 to initiate services immediately as well as two complete applications to continue services to specific dislocated worker populations.

Eleven applications submitted by workforce development areas were reviewed by department staff and then presented to the Council on Workforce Investment for its approval. Applications for National Emergency Grants funds were submitted when additional resources were needed.

# Council on Workforce Investment

The Governor's Council on Workforce Investment made special efforts to help the workforce development areas reach their full potential. Funds were allocated in the prior program year to assess the comprehensive one-stop Job Centers, build regional partnerships across area boundaries and enhance communications, continuous improvement and marketing.

During the year, the Council heard presentations from a variety of groups and programs, including the Governor's economic development initiative, a program to help Wisconsin manufacturers upgrade their systems and processes, and new in-house products to improve employer services. As is its custom, the Council held one of its meetings at a Job Center.

The Council also sponsored a statewide leadership training session for Council and workforce development board members to help them better address local and state workforce needs. A second session was scheduled for the fall of 2002.

Near the end of the program year, additional funding was provided to the local boards for incumbent worker training, to improve employer services, to deal cooperatively with other agencies on labor shortages, to improve data collection identify and share best practices which improve performance, and to help expand the workforce opportunities for underrepresented groups.

Council members also participated in a Governor-initiated statewide planning and development process to improve the state's economy and workforce, as well as a University of Wisconsin Economic Summit.

### Strategies for Improvement

In PY 2001, Wisconsin continued to build on efforts started in PY 2000 to develop a common vision for, and educate leaders and professionals in Wisconsin's workforce development system about, continuous improvement and performance excellence management. These efforts included several key activities.

#### **Leading the Way to Excellence Conference**

Wisconsin held a conference in October 2001 focused on performance excellence management and continuous improvement. This regional conference sponsored by DWD, US DOL Region V and three other co-sponsors (Midwest Workforce Institute, Workforce Excellence Network, and National Leadership Institute) brought together over 130 workforce development professionals from Wisconsin and other states in the region to learn about improving program and organizational performance. Speakers and workshops focused on building quality workforce development services and systems (youth, employers, one-stop customer service, quality program design, quality systems in a service environment, community resource mapping); leadership and organizational development (building high performance WIB leadership and one-stop systems); and measuring success in high performance organizations (balanced score card).

The conference was also a key vehicle for introducing Baldrige based performance excellence management principles to workforce development professionals. It provided workshops related specifically to the Baldrige Criteria for performance excellence, highlighting organizations that provide tools and technical assistance on performance excellence management (WEN, WFA, and demonstrated Baldrige-based assessment tools (Midwest Institute on-line assessment). In addition, conference participants had the opportunity to visit private companies that are well-known for successfully implementing high performance management practices (Midwest Express, Johnson Controls, and Serigraph Inc.)

#### Restructuring of the Council on Workforce Investment (CWI)

Wisconsin completed restructuring the CWI to strengthen its ability to advance the state's goals for its workforce development system. This restructuring resulted in four new CWI committees, two of which have direct responsibility for encouraging continuous improvement in the organization, management and results of the workforce development system and services. The Workforce Partnership Enhancement (WPE) Committee and the Workforce System Coordination and Oversight (WSCO) Committee provided grants to each of Wisconsin's Boards to support continuous improvement in organizational management and service delivery performance. These included activities such as Baldrige-based self-assessments and identification/implementation of innovative/new service and coordination models to improve service delivery performance.

#### **Development of Baldrige-Based Job Center Standards**

DWD began efforts to revise its existing Job Center Standards to incorporate Baldrige-based performance excellence principles and criteria. This effort began in two stages. The first was discussion of the Baldrige principles and needed changes to the existing standards among Job Center Managers during a May 2002 Job Center Roundtable. The second was formation of a Job Center Standards Workgroup, comprised of key Job Center Partner agencies, to begin formulating new standards based on the Baldrige principles. Workgroup members received a briefing on the Baldrige principles/criteria and began efforts to develop requirements for comprehensive Centers and benchmark that would enable ongoing assessment of Centers against the seven Baldrige Criteria for Performance Excellence.

Development of the Job Center standards (Requirements for Comprehensive Job Centers) and benchmarks for continuous improvement are expected to be completed in PY 2002 and implemented beginning in PY 2003. These are intended to provide tools for regularly assessing and continuously improving comprehensive Job Centers (as well as satellite and resource Centers), consistent with Wisconsin's five year WIA plan related to organizational continuous improvement.

#### **WIA Performance Incentive Grant (WIA Title V)**

Wisconsin was one of 12 states in the nation to receive a WIA Title V Performance Incentive Grant. DWD PY 2001 efforts were directed to planning this initiative in partnership with the Wisconsin Technical College System Board. The state application was submitted to the US DOL in June 2002. The grant will be fully implemented in PY 2002 and will operate through the end of PY 2003 (June 2004).

This grant brings together the resources of WIA Title I, WIA Title II and Carl Perkins Vocational Education programs to enhance accessibility, training and follow-up services related to occupations in the healthcare field and occupational ESL provided through the WIB/Job Center system and the local technical college system. A key feature of the program design is its focus on sustainable improvements in coordination between the local workforce development and technical education systems in order to improve the capacity for sustained, continuously improving program results for participants of the three programs in the future.

# State Program and Product Development

The department continued its efforts to develop programs and products to help the workforce development boards and one-stop Job Centers better serve their customers

Employer Benefits Booklet. This booklet was created through a partnership with Asset Builders of America and the UW School of Human Ecology Financial Planners. The booklet will show the overall universe of benefits that employers *could* offer and help job seekers better understand what an employer or potential employer *is* offering. Job seekers will be better able to decide whether to take a job after learning about everything that makes up the total pay "package".

Phase II of the project will be a series of seminars provided to Job Centers and their partners who would like to learn how to offer Employer Benefits Seminars to job seekers in their areas. They also will discuss how to add a fee for service component to these seminars. The first printing will be free to Job Center Partners. It will then be available on the Web.

Corrections Financial Literacy Project. A pilot project took place at a Milwaukee Correctional Facility where Consumer Credit Counseling Service of Milwaukee provided money management and credit education to over 300 probation and parolees. What we found were that the majority of students in our classes were not in the economic system (i.e. bank account), had Child Support obligations but were not paying them and new little if anything about the credit system or money management. Planning is underway for a larger project that will address not only money management and credit education but also budgeting child support payments.

Entrepreneur On-line Evaluation Tool. The UW Whitewater SBDC developed an evaluation tool for to help entrepreneurs determine suitability for business ownership.

Money Smart. Money Smart is a Financial Education Curriculum developed by the Federal Deposit Insurance Corporation (FDIC). The Department of Labor endorses this program and permits use of WIA and Welfare to Work funds for projects. Research tells us that employers can improve efficiency and productivity if their employees are financially literate. This project seeks to promote employer-based financial education programs. In the Green Bay area, the department provided start-up capital for a program, which recently held its first graduation. The programs are taught in both English and Spanish and have the potential to reach over 50,000 people in that area. Grants also were provided to other area employers, with additional employers being added in the next program year. Department staff also provide technical assistance to the Family Literacy Project, Job Centers and TANF agencies, community-based organizations and other professional groups on how to start Money Smart projects.

DWD EAP Financial Education Program. The Department also will provide a financial education program for its own employees.

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The Department also provided ongoing assistance to workforce board leaders and staff:

- Resources provided to the Wisconsin Counties Association (WCA) help with support and additional training opportunity for Local Elected Officials. This initiative is intended to help the Local Elected Officials be informed and better prepared for their responsibility under WIA.
- A grant was awarded to the Wisconsin Association of Job Training Executives (directors of WDBs) for specialized training, technical assistance, capacity building and delivery system development. Goals included enhancing private sector participation, improving administrative and management systems and improving coordination of services and resources.

- The Department continues to offer two annual conferences for Job Center staff and partners. These events focus on relevant and timely topics and bring presenters from other departments of state government and the private sector together to share information. The department also conducts a minimum of two meetings annually with Job Center Managers/Lead Contacts to share best practices, and resource ideas.
- A Job Center Standards Workgroup, comprised of representatives from all 18 Job Center partners including TANF (in Wisconsin called Wisconsin Works or W-2), is developing new guidelines that include a definition of a Comprehensive Wisconsin Job Center. Based on the Malcolm Baldrige seven key criteria for excellence, it is anticipated this document will assist one-stops in preparing for July 2003 State certification requirements.

**Employer/Business Services Staff Training.** The Department designed an Employer Services Skill Building/Professional Development program to assist employer services field staff and One-Stop Job Center partners in working with employers/businesses. The project was multi-faceted and included nine focus groups that identified the needs, a large workgroup that clarified the needs, and sub-committees that refined the finished products over many meetings.

Based upon feedback from 90 percent of the Wisconsin One-Stops, the workgroup designed a final project that included curriculum development, training and future service delivery enhancements. The goal was to keep the focus on the top priorities identified in the focus groups. These included consistent statewide training in three key areas: marketing/promoting One-Stop services, team-building/partnership development, and employer/business services (i.e. understanding and working with employers and business). The workgroup reviewed several curricula then combined, modified, augmented existing curricula when appropriate and developed new curriculum to create the final products. Results were comprehensive consistent training programs presented in several locations across the state.

A mini-pilot conducted at the Governor's Employment and Training Conference generated very positive responses and confirmed the need to provide these additional training programs. The project was implemented in various locations around Wisconsin with 520 participants. The participants' ratings of the training were overwhelmingly positive and included: 95 percent scoring the overall presentation as very good/excellent and 98 percent indicating they would highly recommend the training programs to others.

# Workforce Development Area Activities

Non-Traditional Occupations. Through a collaborative referral and case management system between the **Bay Area Workforce Development Board**'s local Job Centers and local technical college, men and women have received career development and financial support as they enter nontraditional careers. Here are two examples of how men and women have responded to the economic slowdown in the heavily manufacturing/industrial-based Lakeshore Technical College (LTC) district, and the support they receive in pursuing nontraditional careers.

Mary's goal was to secure a tool and die apprenticeship. However, she was laid-off from her position at a large plumbing and engine manufacturer in the Lakeshore district. Mary entered the WIA program as a dislocated worker and was eligible for training funding. She took the opportunity to continue on her nontraditional career path. Mary completed the *Developing Machine Tool Aptitudes class* at the technical college, which provided her with additional hands-on career exploration in the machine tool industry. She is earning a technical diploma in the Machine Tool program with the intent to better prepare herself for an apprenticeship in the future. In addition to the WIA funding, Mary was awarded a Technical Education Opportunities Grant, funded through the LTC Foundation. This grant was developed to support women's movement to and through nontraditional occupations and training.

Tim, previously employed in and laid-off twice from traditionally male-held occupations in manufacturing and industry, also entered the WIA program as a dislocated worker. After careful consideration of labor market trends, he took advantage of the opportunity to plan a career and receive training benefits through WIA. Tim is on a nontraditional career path in the Associate Degree Nursing (RN) program at LTC. His goal is to complete the ADN program and continue his education to become a nurse anesthesiologist. Tim also receives LTC Foundation grant support as he continues on his nontraditional career path.

Both Mary and Tim are terrific role models of dislocated workers who have turned hardships into opportunities, and as individuals who demonstrate that careers have no gender.

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Last year, a man found out he has multiple sclerosis. This illness has forced him to discontinue the work he was doing and identify an occupation that would not only benefit his family but also continue using skills he has. He was not willing to let his illness get the best of him and he wanted to try working in a field that he could handle physically and would be rewarding at the same time.

Because he had been an outdoor sportsman involved in hunting and fishing, he wanted the opportunity to take on a challenge he was somewhat familiar with. He called the Job Center in the **North Central Workforce Development Area** inquiring about assistance with funding for a taxidermy-training program he was interested in enrolling in. He could use the skills he acquired in the great outdoors as well as artistic abilities he knew he had.

He had searched for employment for several months before realizing that a training program would enable him to gain skills to become self-employed. Through the comprehensive assessment process it was determined that he was Workforce Investment Act eligible (WIA), and was referred to Division of Vocational Rehabilitation (DVR). Upon receiving a certificate of completing the taxidermy training, he decided to start his own business. His family was extremely supportive of this decision and his enthusiasm. He spent time job shadowing a taxidermist in northern Wisconsin and learned the details of being self-employed. DVR helped him with classes in business, and getting some of the necessary tools and equipment, and WIA assisted in training and other supportive services for job retention. Six months later, the local newspaper reported his business opening.

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At 18 years old, a woman was chosen to be the adult graduation speaker after completing her HSED in the spring, 2002. She obtained a cashier job at a local grocery store, working approximately 25-35 hours per week. She is a single parent, supporting a 4-year-old child. She has learned to save her paychecks in order to pay the rent. In the summer her entire extended family moved back to Milwaukee. She chose to stay in the **North Central Workforce Development Area** on her own, saying that she could provide a better life for herself and her child here. She has returned to the Goal Lab at the technical college NTC to prepare for her ACT test, and she he being encouraged to pursue college. She was able to utilize the WIA transportation support funds and also some childcare funding as well. The incentives for completing her goals were also extremely helpful to her.

Last summer, a five-year-old boy was struck by a drunk driver while riding his bicycle, leaving his young mother to balance caring for two children and working. She came to the Wisconsin Job Center in search of employment in the healthcare field, motivated by her experience with her injured son. She was determined to become an RN. Her WIA case manager at the **Western Wisconsin WDA** assessed her needs and partnered with Western Dairyland and the Wisconsin Job Center to provide joint services.

In order to be placed on the waiting list for the RN program, one must hold a current CNA certification. A Certified Nursing Assistant class was due to start the next week. With the help of the Equal Opportunity Center and the WWTC staff, she is now attending classes to become a CNA. The Wisconsin Job Center had all of the necessary people right here in our building to help get her started on the path to becoming an RN. One-Stop delivery of services at its finest!

A local employer in the **Western Wisconsin** WDA received good service. "Just a short note to make you aware of the excellent support we received from several staff members of the Wisconsin Job Center in Jackson County earlier this month.

Our company was honored to be recognized as the Job Center's April Featured Employer. As part of this recognition, the Job Center held a Job Fair for our company at their site in Black River Falls. At the fair, we presented employment information to over 30 people, and eventually made job offers to 7 individuals who attended the fair, with an additional 5 or more offers anticipated.

We were pleasantly surprised at the large turnout and the quality of the individuals attending the Job Fair. We attribute this to the excellent behind the scenes work done by the staff at the Job Center. A special thanks for taking an interest in our needs, providing extraordinary support and guidance, and actively participating in our presentation. Given the success we had with the Jackson County Job Center in 2002, we fully intend to take advantage of their services again in 2003 and beyond."

Partnerships were an important focus for the **West Central Wisconsin Workforce Development Board.** The Board, its partners and area businesses and educational institutions sponsored *Career Valley 2002*, in April. This highly successful event is in its second year as an effort to educate area youth to the careers available to them within the Chippewa Valley.

A variety of employers from healthcare, construction, manufacturing, retail, media, government and protective services and others were represented, showcasing the careers available in the Chippewa Valley. Each employer was asked to share a hands-on display of the opportunities within their sector. The local Job Center and area educational institutions shared information on their respective programs. Each college or university was linked to specific businesses to show students how they can educate themselves after high school and transfer into a great job in the Chippewa Valley. Some 2500 high school students from a 50-mile radius of Eau Claire attended the event to expose them to the careers in the Chippewa Valley. School-to-Work coordinators/guidance counselors in each school received information on registration. Plans are already underway for Career Valley 2003 on May 1<sup>st</sup>.

The **West Central Board** entered into a formal agreement to be the advisory body for the *I-94 Work-based University Consortium* that seeks to more effectively link the extensive University and other educational resources in the region with the needs of the economy. The Consortium will operate as a PK-16 Council to provide a structure for educational system support of the region's economic development and workforce planning initiatives. Consortium members will leverage their collective expertise to deliver fast, competent and seamless access to education, training and research to employers, employees, and industries in area communities.

A few of expected results and favorable outcomes for the region:

- One-stop shopping for employers, employees, and job seekers
- Programs to encourage early work entry into the workforce and continuing credential development
- Leveraging the resources of area employers to meet state economic development needs
- Seamless access of employers to customized training resources
- Collaborative marketing plans for the development and delivery of customized training resources
- Development of a comprehensive database of skilled training needs, subject matter experts, and providers of training solutions
- An increase in the number of regional workers who earn credits and degrees
- Greater productivity and profitability for area businesses

The **Western Wisconsin Workforce Development Board** has worked on developing best practices to improve services. Among them are:

• Improving the organization of youth data.

- Using a job shadow agreement and evaluation sheets. This package introduces the
  concept of job shadowing, states both workplace and youth expectations, and gives
  both the youth and the work site a procedure to follow. It is evident to the monitor that
  this process makes job shadowing much more valuable to both the youth and the
  employer involved.
- Using a "Non Traditional Employment for Women Career Assessment Survey."
- Using a reward system to motivate youth to meet goals.
- Evidence of meaningful Work Readiness and Life Skills Training taking place. Exercises were most often activities that help youth learn about themselves and their skills and talents.
- Use of an Americorps member will add to the improvement of math and reading skills for youth in Juneau County.
- Excellent "Guide for Area Teens" booklet for the taking in the resource room. The booklet describes many resources available to youth in the area.

Information Technology (IT2000. The Milwaukee County Private Industry Council STEP-UP program and the University of Wisconsin-Milwaukee School of Information Studies partnered to train Milwaukee public high school sophomores, juniors and seniors to achieve skills in information systems applications. IT2000 is a paid training program that includes computer classes, life skills, counseling and career development instruction. Over 600 "at-risk" youth, most of who have never worked with computers on a regular basis, have been certified in information technology and career development. The youth are taught everything from basic keyboarding, dressing for success to website design. IT2000 provides students with the basic skills necessary to be successful plus the knowledge needed to be an asset in the workforce.

IT2000 is designed for students to take a computer course that uses the most current aspect of business communication and the Internet. The course contains lectures and printed materials to guide the students as well as practice activities to help solidify the concepts. IT2000 was conceived in 1998 and put into practice in 1999. The project presents a unique learning experience for disadvantaged youth in which the capacity for change and continuous improvements in information technology concepts and skills is established at the secondary educational level.

This year financial literacy was added to the components of the soft skills section of the training. The students are pre-tested and the average score has been 31.5, those that complete the 12-week program then post tested which the average score has been 70.2 using Ansell-Casey Life Skills assessment online and the short Myers/Briggs instrument. All IT2000 graduates receive a certificate of completion and a certificate of admission to the University of Wisconsin-Milwaukee, which are redeemable upon successful completion of high school and meeting at least the minimum university admission standards.

Menomonee River Valley Learning Lab (MRVLL) The MRVLL project is an early exploration experience targeted at middle school students. Its goal is to have students begin to think in general terms about career opportunities in the environmental reclamation field. This program is a partnership between the Milwaukee County Private Industry Council, the University of Wisconsin Milwaukee Water Research Institute, Wisconsin Department of Natural Resources, and Wisconsin State Fair Park and select middle schools from the Milwaukee Public Schools system. This unique and exciting program encourages middle school students to think about the environment in a positive and meaningful way. All students spend at least one night at the State Fair Park Youth dormitory and two days touring different environmental worksites in the Menomonee River Valley.

The Menomonee River Valley was the center of manufacturing and processing activity for Milwaukee for over 100 year. Now it has sports, gaming, an entertainment complex in addition to supports new residential and office parks. It is also one of three watersheds in Milwaukee County which flow into the harbor and eventually Lake Michigan.

The thought is that early exposure to a variety of career opportunities in Milwaukee County may have an effect on the brain drain and help to create a pool of future workers to help reclaim brown fields and potential waterways in the Milwaukee area

The **Milwaukee Private Industry Council** STEP-UP and REACH programs along with the Wisconsin State Fair Park Board (WSFP), the University of Wisconsin–Stout and the Milwaukee Area Technical College (MATC) partnered to train youth at least 16 years of age to achieve skills in the Culinary Arts. The Culinary Arts Training Program is a 5-week paid training program that includes basic work readiness skills along with basic culinary arts techniques.

The PIC has identified high-demand occupations in the service and hospitality industry. It serves hundreds of at-risk youth; most of them used to working in the food service industry at fast food establishments. The Culinary ArtsTraining program is an effort to introduce these youth to the food service industry beyond making burgers and sandwiches. They were directly trained in basic safe food handling techniques, including food preparation, service, and storage. They are indirectly trained in teamwork, dependability and reliability, punctuality, trust and leadership.

The youth participate in a one-day orientation, which covers an introduction to the program and staff, as well as the Hospitality Programs offered at MATC and UW Stout. They also review program/staff expectations, the payroll process, and scheduling. After orientation, youth embark on a 3-week classroom and hands on training experience followed by an actual two-week work experience and a one-day wrap-up. The 2-week work experience takes place on the grounds of the Wisconsin State Fair Park. Here the youth serve exhibitors who reside in the Youth Center's residence halls during the Fair. They prep, cook, and serve breakfast, lunch and dinner to over 600 exhibitors throughout the 2 weeks, and also set up and cleaned up the banquet rooms and kitchen.

### Research & Assessment

The Department of Workforce Development undertook an in-depth assessment of the 78 one-stop Job Centers in the state. Wisconsin has operated Centers for over 10 years, and it was time to take stock of what had been accomplished and what was needed to improve services. A former chief local elected official was hired for the project. At each Center the manager, lead worker or other management representative was interviewed. Customer contact operations were observed and inquiries were made about the menu of services offered and which agencies and services were present on site. Information was collected about shared services between partners, management arrangements, and general observations of the ease of access to services.

544 customers and 284 staff were interviewed on a random basis, along with representatives of each technical college and TANF agency, as well as Job Service district directors, board chief local elected officials, chairs and directors. In all, 1040 interviews occurred. The interviews indicated that Job Centers are very well received by job seekers and other customers. 73.3% of users rate the service at the highest levels; 94.7% found the services easy to understand and 92.7% found all that the services they were seeking were available at the Center. 78% go to the Centers primarily to look for a job. The touch screen JobNet equipment alone attracted 45% of customers.

Center employees appear to work well together with little evidence of interagency squabbling at the staff level. Of those interviewed, 94.3% rated interagency cooperation at the highest levels. Concerns largely related to issues such as parking, security, office cubicles and general office layout.

Agencies tend to be heavily involved in interagency planning activities, but lack interagency benchmarking and evaluation tools. Partner agency leaders rated interagency cooperation in the highest ranges 36.9% of the time, while 94.3% of the employees offer a high rating to the same issue. A recurrent theme among partners was the lack of a common vision for the Wisconsin Job Center network.

#### **Major recommendations**

- The department should establish a common vision for Centers in Wisconsin. That
  vision statement should concisely spell out what services citizens can expect when
  they enter a building labeled "Wisconsin Job Center". The construction of a network
  should begin with the concept that every citizen in every location in the state should
  enjoy access to the system.
- The most frequent concern raised by partners involved paying for Center operations. Currently, each agency rents a portion of the space. Common space and common expenses are paid for based on local memoranda of understanding. The State provides no direct funding, although state agencies may be renters in the Center. Acrimony surrounds these relationships because there is a perception that not all agencies pay their fair share of the operating costs.

The state does not now have the resources or a consensus to convert the existing 78 Centers into state operated facilities. However, it should explore providing some level of operational support for comprehensive Centers.

At a minimum, the state should provide guidance to local operators on how to best utilize program revenues for operational purposes, and craft a system that clearly delineates administrative authority, responsibility and accountability.

- The Department should move forward with its internal merger of WIA and TANF administration and clarify regional administrative authority.
- The current view is that Centers are places where traditional agencies move in together
  and create contractual relationships under which some common costs are shared. The
  entire system would benefit from replacing that structure with one that focuses on what
  is being delivered rather than who is delivering it.
- A statewide or at least state supported marketing effort should be undertaken with the cooperation of local, regional and state shareholders to educate both job seekers and employers about available services and where to seek those services.
- The Department should seek to create a common information system and insure connectivity between systems to make the best use of resources and help staff gain access to what they need to best serve customers.
- The Department and its local Center partners should develop a training program to help receptionists understand available programs and to determine customer needs.

#### The Future

With the administrative entities for WIA and TANF located centrally in the department, the first effort is to review that process, redefine the structure and provide the support needed to carry forward. The Department held a meeting of system stakeholders to focus on the needs of a redesigned delivery system. The group included state staff, county governments and private agencies that deliver TANF programs, Workforce Development Boards leaders, and other system partners. Staff from the National Governor's Association also attended.

This group identified the need to improve system-wide consistency and regional leadership, and think of the system as a whole. They noted a need for state financial aid to Centers and identified a potential conflict between the department's role as the deliverer of Job Service programs and its oversight of the statewide system. Staff then developed proposals for the integration of TANF and WIA programs and presented them at five "listening sessions' attended by over 250 people from affected agencies.

The Division is currently evaluating their input for further action. Discussions on this and other system recommendations will be held when the new Governor and administration that takes office in January.

In addition to this state-initiated assessment, the set-aside funds mentioned earlier were used by many of the workforce development areas to assess their Job Center operations and determine where comprehensive Centers should be located.

### **WIA Financial Statement**

Operating Results Total All Fund Sources	Available	Expended	%	Remaining Balance
Adult Program Funds	13,884,050	10,818,559	77.92%	3,065,491
Carry In	1,395,232	1,395,232	100.00%	0
Dislocated Worker Program Funds	12,960,170	11,728,214	90.49%	1,231,956
Carry In	433,817	433,817	100.00%	0
Youth Program Funds	24,926,892	12,843,555	51.52%	12,083,337
Carry In	491,656	491,656	100.00%	0
Out of School Youth	4,648,285	4,076,587		571,697
In School Youth	10,845,997	9,258,623		1,587,375
Summer Employment	0	2,463,936		
Local Administration Funds	5,752,346	4,079,442	70.92%	1,672,904
Carry In	218,321	218,321	100.00%	
Rapid Response Funds	6,000,078	5,653,553	94.22%	346,525
Carry In	0	0		
Statewide Activity Funds	11,210,035	4,375,405	39.03%	6,834,630
Carry In	683,181	683,181	100.00%	0
Total	77,955,778	52,720,935	67.63%	27,393,915

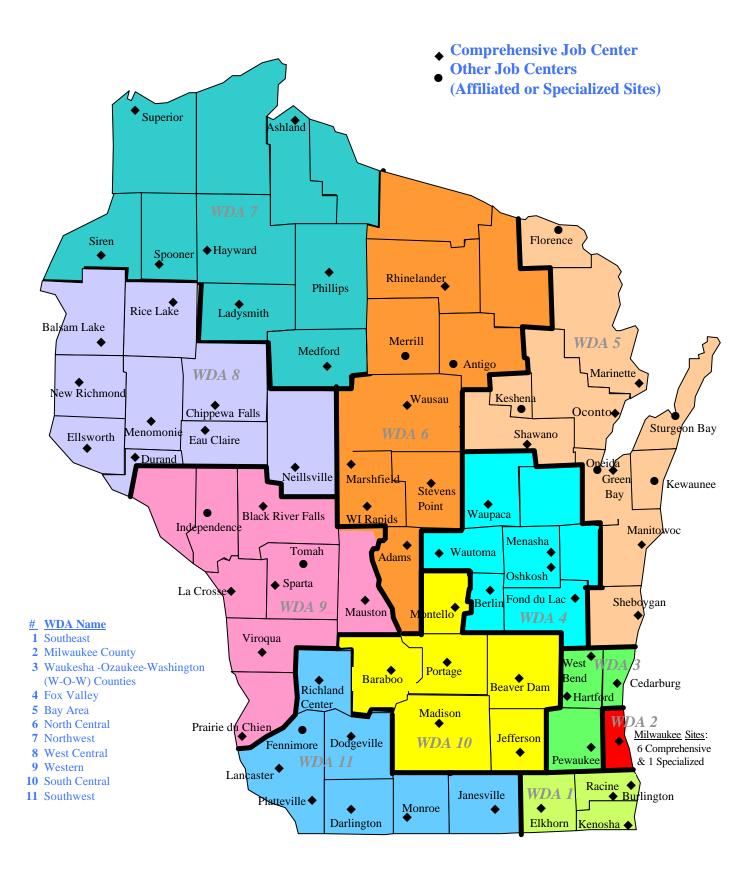
NOTE: Carry In is JTPA
WIA reflects program to date

### **Cost Effectiveness**

Adult cost per entered employment	9,379
Dislocated worker cost per entered	
employment	10,447
Youth cost per positive termination*	8,278

<sup>\*</sup>Includes skill attainments for younger youth and entered employment for older youth

# ONE-STOP COMPREHENSIVE AND OTHER JOB CENTERS IN WISCONSIN'S 11 WORKFORCE DEVELOPMENT AREAS



### Performance Measures

Job seeker satisfaction was measured using an exit survey of all using Job Center visitors on a given day. Because of the nature of the Centers, where customers may be served by a variety of WIA partners, we believe this data is in line with the true vision of WIA.

In May 2002, the Department made the decision to re-engineer its WIA participant data collection system. The new system is called ASSET (Automated Systems Support for Employment & Training) and is scheduled to go on-line April 1, 2003. In preparation for this move, staff and partners are working long hours to clean up the data gaps that resulted from our use of the previous system.

These clean-up activities have significantly improved the quality of our performance data, although the results show much lower performance levels than we had for PY00. We believe there are contributing factors that go beyond data quality. Most notably, Wisconsin's economy has faltered over the past few years. Because of the lag in UI wage records and the backward focus of the performance measures, the impact of this decline is just now becoming evident. Based on our PY01 performance results, we will likely be submitting a request to revise our PY02 performance goals to the Department of Labor.

**Table A - Workforce Investment Act Customer Satisfaction Results** 

Customer	Negotiated	<b>Actual Performance</b>	Number of Surveys	Number of	Number of	Response Rate
Satisfaction	Performance Level	Level - American Customer Satisfaction Index	Completed	Customers Eligible for the Survey	Customers Included in the Sample	
Participants	69.0	66.3	536	7,593	858	62.5
Employers	68.0	73.7	625	8,288	647	96.6

**Table B- Outcomes for Adults** 

	Negotiated Performance Level	Actual Performance Level		
Entered Employment Rate	72.3	65.2	1,246	
	. 2.0	33.2	1,911	
<b>Employment Retention Rate</b>	80.2	76.3	1,243 1,630	
			\$3,431,031	
Earnings Change in Six Months	\$3,786	\$2,105	1,630	
Employment and Credential Rate	60.5	65.1	136	
Employment and Gredential Nate	00.3	03.1	209	

**Table C - Outcomes for Adult Special Populations** 

Reported Information		sistance Recipients Intensive or Training Services		Veterans	Individuals With Disabilities		Older Individuals	
Entered Employment Rate	75.2	88 117	65.7	69 105	59.1	123 208	69.1	38 55
Employment Retention Rate	78.5	95 121	76.4	68 89	83.5	152 182	81.4	48 59
Earnings Change in Six Months	\$1,096	\$230,646 121	\$879	\$78,318 89	\$2,433	\$442,784 182	\$2,927	\$172,678 59
Employment and Credential Rate	72.8	115 158	50.0	4 8	40.7	11 27	50.0	2 4

Table D - Other Outcome Information for the Adult Program

Reported Information	Individuals Who Received 1	Fraining Services	Individuals Who Only Received Core and Intensive Services		
Entered Employment Rate	73.8	124 168	64.4	1,122 1,743	
Employment Retention Rate	79.9	123 154	75.9	1,120 1,476	
Earnings Change in Six Months	\$1,476	\$227,229 154	\$2,171	\$3,203,802 1,476	

Table E - Dislocated Worker Program Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level		
Entered Employment Rate	80.7	86.1	1,801 2,091	
Employment Retention Rate	89.1	91.8	1,653 1,801	
Earnings Replacement in Six Months	93.0	94.7	\$21,373,716 \$22,564,273	
Employment and Credential Rate	60.5	61.3	157 256	

**Table F - Outcomes for Dislocated Worker Special Populations** 

Reported	Veterans		Individu	Individuals With Disabilities		Older Individuals		Displaced Homemakers	
Entered	86.6	187	77.3	136	77.8	189	85.2	23	
<b>Employment Rate</b>	86.6	216	11.3	176	11.0	243	85.2	27	
Employment	89.3	167	94.1	128	91.5	173	78.3	18	
Retention Rate	69.3	187	94.1	136	91.5	189	76.3	23	
Earnings	85.1	\$2,382,070	87.8	\$1,287,793	75.9	\$1,994,879	125.1	\$160,978	
Replacement Rate	65.1	\$2,798,459	07.0	\$1,466,033	75.9	\$2,627,441	125.1	\$128,700	
Employment And	63.6	21	77.8	14	66.7	16	75.0	3	
Credential Rate	03.0	33	11.0	18	00.7	24	75.0	4	

Table G - Other Outcome Information for the Dislocated Worker Program

Reported Information	Individuals Who	Received Training Services	Individuals Who Received Only Core and Intensi Services		
Entered Employment Pete	9F 2	218	06.2	1,583	
Entered Employment Rate	85.2	256	86.3	1,835	
Employment Potentian Pote	93.6	204	91.5	1,449	
Employment Retention Rate	93.6	218	91.5	1,583	
Farnings Ponlacement Pate	94.6	\$2,576,261	94.7	\$18,797,455	
Earnings Replacement Rate	94.6	\$2,722,149	34.7	\$19,842,124	

**Table H - Older Youth Results At-A-Glance** 

	Negotiated Performance Level	Actual Performance Level		
Entered Employment Rate	68.2	63.3	105	
	70.0	77.0	166 116	
Employment Retention Rate	78.0	77.9	149	
Earnings Change in Six Months	\$3,266	\$3,114	\$463,928 149	
Credential Rate	51.0	65.8	146	
oreachtial frate	31.0	00.0	222	

**Table I - Outcomes for Older Youth Special Populations** 

Reported Information	Public As	ssistance Recipients		Veterans	Individuals With Disabilities		Out-of-School Youth	
Entered	55.0	11	0.0	0	54.4	25	66.7	90
Employment Rate	55.0	20	0.0	1	54.4	46	66.7	135
Employment	93.3	14	0.0	0	80.7	25	79.0	98
Retention Rate	93.3	15	0.0	1	00.7	31	79.0	124
Earnings Change in	\$2,873	\$43,096	<b>\$</b> 0	\$0	\$3,838	\$118,991	\$3,184	\$394,816
Six Months	φ2,073	15	ΦΟ	1	φ3,030	31	ф3,104	124
Credential Pate	62.5	15	0.0	0	55.2	32	68.0	121
Credential Rate 62.8	62.5	24	0.0	1	55.2	58	00.0	178

**Table J - Younger Youth Results At-A-Glance** 

	Negotiated Performance Level	Actual Performance Level		
Skill Attainment Rate	72.5	59.1	1,791	
Skiii Attailiilletit Nate	12.0	55.1	3,029	
Diploma or Equivalent Attainment Bate	56.0	72.1	348	
Diploma or Equivalent Attainment Rate	30.0	72.1	483	
Retention Rate	54.5	25.6	98	
Retention Rate	54.5	25.0	383	

**Table K - Outcomes for Younger Youth Special Populations** 

Reported	Public Assistance Recipients		Individuals Wi	th Disabilities	Out-of-School Youth	
Skill Attainment	70.2	278	GE A	877	57.1	174
Rate	70.2	396	65.4	1,342	57.1	305
Diploma or	70.5	43	81.0	209	25.6	11
Equivalent	70.5	61	01.0	258	25.0	43
Retention Rate	12.9	4	35.2	58	32.5	27
Retention Rate 12.9	12.9	31	30.2	165	32.0	83

**Table L - Other Reported Information** 

	Emplo	onth pyment on Rate	Change ( Older 12 Mo. Repla	Earnings (Adults and 'Youth)  or  Earnings acement ed Workers)	Partici Nontra Emplo	nents for pants in aditional cyment	Wages At Entry Into Employment For Those Individuals Who Entered Employment Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
Adults	80.2	138 172	\$3,705	\$637,338 172	2.4	30 1246	\$3,190	\$3,974,770 1,246	47.7	72 151
Dislocated Workers	91.7	300 327	100.7	\$3,690,869 \$3,666,628	2.2	40 1801	\$6,196	\$11,158,680 1,801	43.4	86 198
Older Youth	70.0	14 20	\$5,780	\$115,602 20	1.0	1 105	\$2,655	\$278,753 105		

**Table M - Participation Levels** 

	Total Participants Served	Total Exiters
Adults	7,434	4,075
Dislocated Workers	10,242	3,078
Older Youth	894	294
Younger Youth	3,551	958

**Table N - Cost of Program Activities** 

	P	ogram Activity	Total Federal Spending
Local Adults	Local Adults		\$4,095,718
Local Dislocated Workers			\$6,182,557
Local Youth			\$6,138,291
Rapid Response Statewide Required Activities (up to 25%)			\$1,373,856
			\$1,373,856
Statewide Allowable Activities	п	Bay Area WDB	\$116,681
134 (a) (3)	cription	North Central WDB	\$93,389
, , , ,	-it	South Central WDB	\$380,251
	Desc	WI State AFL-CIO LETC	\$133,509
	y D	0	\$0
	ctivity ]	0	\$0
	<b>√</b> cti	0	\$0
	m 7	0	\$0
Program	gra	0	\$0
	rog	0	\$0
		0	\$0
Total	of All Fed	eral Spending Listed Above	\$18,514,252

Total Participants Served	Adults Dislocated Workers Older Youth Younger Youth		340 1,124	
Total Participants Served	Older Youth		•	
rotar i articipanto dei veu				
	Younger Youth		94	
			356	
	Adults		175	
Total Exiters	Dislocated Workers		499	
Total Exiters	Older Youth		34	
	Younger Youth		182	
	Negotiated		Actual	
	Performance Le	vel	Performance Level	
Participants	69.0		77.6	
rs	68.0		77.6	
	73.5		67.1	
ed Workers	79.17		79.70	
uth	67.1		38.7	
	80.9		81.0	
ed Workers	84.7		91.3	
	78.6		75.0	
Youth	54.5		12.0	
	3,246		2,559	
	95.0		96.8	
uth	2,346		2,332	
	60.5		50.0	
ed Workers	60.5		57.1	
	51.0		52.5	
Youth	56.0		84.4	
Youth	72.5		74.5	
36(d)(1)) (Insert additional rows if				
	0		0	
Indicator Description			0	
	0			
	Not Met	Met	Exceeded	
	ed Workers uth  ed Workers uth  Youth  ed Workers uth  Youth  Youth  Youth  Youth  Youth  Youth  Youth  Youth  Youth  Youth	uth 67.1  80.9  ed Workers 84.7  uth 78.6  Youth 54.5  ed Workers 95.0  uth 2,346  60.5  ed Workers 60.5  uth 51.0  Youth 56.0  Youth 56.0  Youth 72.5  36(d)(1)) (Insert additional rows if	uth 67.1  80.9  ed Workers  uth 78.6  Youth 54.5  ed Workers  95.0  uth 2,346  ed Workers  ed Workers  95.0  uth 51.0  Youth 56.0  Youth 56.0  Youth 72.5  36(d)(1)) (Insert additional rows if	

Local Area Name		Adults		4,137	
	Total Participants Served	<b>Dislocated Workers</b>		2,445	
WDA 2 - MILWAUKEE WDB	Total Participants Served	Older Youth		89	
		Younger Youth		1,109	
		Adults		2,833	
55015	Total Exiters	Dislocated Workers		716	
	Total Exiters	Older Youth		14	
		Younger Youth		194	
		Negotiated		Actual	
		Performance Lo	evel	Performance Level	
	Program Participants	69.0		58.3	
Customer Satisfaction	Employers	68.0		69.3	
	Adults	69.8		60.0	
	Dislocated Workers	81.9		83.5	
Entered Employment Rate	Older Youth	60.2		62.5	
	Adults	76.1		68.2	
	Dislocated Workers	90.3		92.2	
	Older Youth	77.7		83.3	
Retention Rate	Younger Youth	54.5		1.0	
	Adults	3528.0		1,213	
	Dislocated Workers	95.0		91.020	
Earnings Change/Earnings Replacement in Six Months	Older Youth	3085.0		2,947	
	Adults	60.5		65.0	
	Dislocated Workers	60.5		64.4	
	Older Youth	51.0		66.7	
Credential/Diploma Rate	Younger Youth	56.0		70.9	
Skill Attainment Rate	Younger Youth	72.5		49.5	
Description of Other State Indicators of Performance (WIA	A section 136(d)(1)) (Insert additional rows if				
there are more than two "Other State Indicators of Perform	mance"				
0		0		0	
0		0		0	
		Not Met	Met	Exceeded	
Overall Status of Local Performance		3	5	9	

Local Area Name		Adults			99
	Total Participants Served	<b>Dislocated Workers</b>			612
WDA 3 - WAUKESHA-OZAUKEE-WASHINGTON WDB	Total Participants Served	Older Youth			40
		Younger Youth		89	
		Adults			32
	Total Exiters	<b>Dislocated Workers</b>			149
55045	Total Exiters	Older Youth		21	
		Younger Youth		43	
		Negotiated			Actual
		Performance L	evel	Perf	ormance Level
	Program Participants	69.0			75.0
Customer Satisfaction	Employers	69.0			74.3
	Adults	87.1			78.9
	Dislocated Workers	87.9			92.4
Entered Employment Rate	Older Youth	82.1		72.2	
	Adults	90.4			82.8
	Dislocated Workers	91.4		90.3	
	Older Youth	79.9		64.7	
Retention Rate	Younger Youth	54.5		16.7	
	Adults	3,102		2,585	
	Dislocated Workers	96.3		84.5	
Earnings Change/Earnings Replacement in Six Months	Older Youth	4,190		4,086	
	Adults	60.5		1.0	
	Dislocated Workers	60.5		100.0	
	Older Youth	51.0		77.3	
Credential/Diploma Rate	Younger Youth	56.0		29.6	
Skill Attainment Rate	Younger Youth	72.5			100.0
Description of Other State Indicators of Performance (WIA	A section 136(d)(1)) (Insert additional rows if				
there are more than two "Other State Indicators of Perfor	mance"				
0		0			0
			T		
0		0			0
		Not Met	Met		Exceeded
Overall Status of Local Performance		3	8		6

Local Area Name	_	Adults		261	
	Total Participants Served	<b>Dislocated Workers</b>		754	
WDA 4 - FOX VALLEY WDB	Total Participants Served	Older Youth		56	
		Younger Youth		211	
		Adults		130	
	Total Exiters	Dislocated Workers		154	
55090	Total Exiters	Older Youth		5	
		Younger Youth		48	
		Negotiated		Actual	
		Performance L	evel	Performance Level	
	Program Participants	69.0		78.1	
Customer Satisfaction	Employers	68.0		79.3	
	Adults	71.5		61.0	
	Dislocated Workers	87.2		89.9	
Entered Employment Rate	Older Youth	72.4		50.0	
	Adults	83.4		79.7	
	Dislocated Workers	95.6		98.6	
	Older Youth	70.4		100.0	
Retention Rate	Younger Youth	54.5		55.3	
	Adults	4,607		1,782	
	Dislocated Workers	86.3		81.8	
Earnings Change/Earnings Replacement in Six Months	Older Youth	2,575		-936	
	Adults	60.5		100.0	
	Dislocated Workers	60.5		1.0	
	Older Youth	51.0		33.3	
Credential/Diploma Rate	Younger Youth	56.0		92.6	
Skill Attainment Rate	Younger Youth	72.5		37.0	
Description of Other State Indicators of Performance (WIA	A section 136(d)(1)) (Insert additional rows if				
there are more than two "Other State Indicators of Perform	nance"				
0		0		0	
0		0		0	
		Not Met	Met	Exceeded	
Overall Status of Local Performance		6	3	8	

Customer Satisfaction  Employ  Adults  Disloca  Entered Employment Rate  Older Y  Adults  Disloca  Older Y  Retention Rate  Adults  Adults  Adults	Total Participants Served  Total Exiters	Dislocated Workers Older Youth Younger Youth Adults Dislocated Workers		1,151 147 452	
Customer Satisfaction  Customer Satisfaction  Employ  Adults  Disloca  Older Y  Retention Rate  Adults  Disloca  Older Y  Younge  Adults  Disloca  Older Y  Retention Rate  Adults  Disloca  Older Y		Younger Youth Adults			
Customer Satisfaction  Employ  Adults  Disloca  Colder Y  Adults  Disloca  Older Y  Retention Rate  Adults  Disloca  Older Y  Adults  Disloca  Older Y  Adults  Disloca  Older Y  Colder Y	Total Exiters	Adults		452	
Customer Satisfaction  Employ  Adults  Disloca  Colder Y  Adults  Disloca  Older Y  Retention Rate  Adults  Disloca  Older Y  Adults  Disloca  Older Y  Adults  Disloca  Older Y  Colder Y	Total Exiters				
Customer Satisfaction  Employ  Adults  Disloca  Colder Y  Adults  Disloca  Older Y  Retention Rate  Adults  Disloca  Older Y  Adults  Disloca  Older Y  Adults  Disloca  Older Y  Colder Y	Total Exiters	<b>Dislocated Workers</b>		105	
Customer Satisfaction  Employ  Adults  Disloca  Colder Y  Adults  Disloca  Older Y  Retention Rate  Adults  Disloca  Older Y  Adults  Disloca  Older Y  Adults  Disloca  Older Y  Colder Y	Total Exiters			291	
Customer Satisfaction         Employ           Adults         Disloca           Disloca         Older Y           Adults         Disloca           Older Y         Older Y           Retention Rate         Younge           Adults         Disloca           Disloca         Older Y           Carnings Change/Earnings Replacement in Six Months         Older Y		Older Youth		25	
Customer Satisfaction         Employ           Adults         Disloca           Disloca         Older Y           Adults         Disloca           Older Y         Older Y           Retention Rate         Younge           Adults         Disloca           Disloca         Older Y           Carnings Change/Earnings Replacement in Six Months         Older Y		Younger Youth		50	
Customer Satisfaction         Employ           Adults         Disloca           Disloca         Older Y           Adults         Disloca           Older Y         Adults           Retention Rate         Younge           Adults         Disloca           Disloca         Older Y           Carnings Change/Earnings Replacement in Six Months         Older Y		Negotiated		Actual	
Customer Satisfaction         Employ           Adults         Disloca           Disloca         Older Y           Adults         Disloca           Older Y         Older Y           Retention Rate         Younge           Adults         Disloca           Disloca         Older Y           Carnings Change/Earnings Replacement in Six Months         Older Y		Performance Le	vel	Performance Level	
Adults Disloca Entered Employment Rate Older Y Adults Disloca Older Y Retention Rate  Adults Disloca Older Y Younge Adults Disloca Earnings Change/Earnings Replacement in Six Months Older Y	m Participants	69.0		62.2	
Entered Employment Rate  Disloca Older Y  Adults Disloca Older Y  Retention Rate  Adults Disloca Older Y  Younge Adults Disloca Earnings Change/Earnings Replacement in Six Months  Older Y	vers	68.0		78.0	
Entered Employment Rate  Older Y  Adults Disloca Older Y  Retention Rate  Adults Disloca Earnings Change/Earnings Replacement in Six Months  Older Y  Older Y  Older Y  Older Y		74.6		76.5	
Adults Disloca Older Y  Retention Rate  Retention Rate  Adults Disloca Earnings Change/Earnings Replacement in Six Months  Older Y  Older Y	ted Workers	83.6		85.0	
Retention Rate  Retention Rate  Polynome  Adults  Disloca  Earnings Change/Earnings Replacement in Six Months  Older Y  Older Y	outh outh	74.4		66.7	
Retention Rate  Older Y Younge Adults Disloca Earnings Change/Earnings Replacement in Six Months  Older Y		84.7		91.4	
Retention Rate Younge Adults Disloca Earnings Change/Earnings Replacement in Six Months Older Y	ited Workers	88.2		90.1	
Adults Disloca Earnings Change/Earnings Replacement in Six Months Older Y	outh outh	75.6		85.7	
Earnings Change/Earnings Replacement in Six Months  Disloca Older Y	er Youth	54.5		41.9	
Earnings Change/Earnings Replacement in Six Months Older Y		3,977		3,280	
	ited Workers	92.2		100.7	
Adulto	outh	3,489		4,290	
		60.5		50.0	
Disloca	ted Workers	60.5		59.1	
Older Y	outh	51.0		68.4	
Credential/Diploma Rate Younge	er Youth	56.0		82.5	
Skill Attainment Rate Younge	er Youth	72.5		46.7	
Description of Other State Indicators of Performance (WIA section	136(d)(1)) (Insert additional rows if				
there are more than two "Other State Indicators of Performance"					
0		0		0	
0		0		0	
		Not Met	Met	Exceeded	
Overall Status of Local Performance				10	

Local Area Name		Adults		197		
	Total Participants Served	<b>Dislocated Workers</b>		558		
WDA 6 - NORTH CENTRAL WDB	Total Participants Served	Older Youth		76		
		Younger Youth		339		
		Adults		58		
	Total Exiters	<b>Dislocated Workers</b>		125		
55100	Total Exiters	Older Youth		22		
		Younger Youth		118		
		Negotiated		Actual		
		Performance Lo	evel	Performance Level		
	Program Participants	69.0		74.0		
Customer Satisfaction	Employers	68.0		78.6		
	Adults	76.2		76.2		
	Dislocated Workers	83.8		85.4		
Entered Employment Rate	Older Youth	72.4		36.4		
	Adults	79.0		84.2		
	Dislocated Workers	90.2		97.4		
	Older Youth	70.4		80.0		
Retention Rate	Younger Youth	54.5		21.9		
	Adults	5,389		7,301		
	Dislocated Workers	91.4		102.4		
Earnings Change/Earnings Replacement in Six Months	Older Youth	5,559		1,857		
	Adults	60.5		72.7		
	Dislocated Workers	60.5		31.8		
	Older Youth	51.0		41.7		
Credential/Diploma Rate	Younger Youth	56.0		79.5		
Skill Attainment Rate	Younger Youth	72.5		59.9		
Description of Other State Indicators of Performance (WI	A section 136(d)(1)) (Insert additional rows if					
there are more than two "Other State Indicators of Perfor	mance"					
0		0		0		
0		0		0		
		Not Met	Met	Exceeded		
Overall Status of Local Performance		4	3	10		

Local Area Name		Adults			274
	Total Participants Served	<b>Dislocated Workers</b>			289
WDA 7 - NORTHWEST WI WDB	Total Participants Served	Older Youth			72
		Younger Youth			217
		Adults			138
55040	Total Exiters	Dislocated Workers			94
	Total Exiters	Older Youth		36	
		Younger Youth			90
		Negotiated			Actual
		Performance Lo	evel	Perfo	rmance Level
	Program Participants	69.0			70.6
Customer Satisfaction	Employers	68.0			78.3
	Adults	66.1			68.8
	Dislocated Workers	76.1			82.0
Entered Employment Rate	Older Youth	66.4		68.8	
	Adults	83.8			83.9
	Dislocated Workers	85.3		91.8	
	Older Youth	80.5			73.9
Retention Rate	Younger Youth	54.5		33.3	
	Adults	3,435		3,833	
	Dislocated Workers	83.0		106.7	
Earnings Change/Earnings Replacement in Six Months	Older Youth	2,726		4,220	
	Adults	60.5			70.0
	Dislocated Workers	60.5			84.6
	Older Youth	51.0		68.8	
Credential/Diploma Rate	Younger Youth	56.0		55.2	
Skill Attainment Rate	Younger Youth	72.5		63.4	
Description of Other State Indicators of Performance (WIA	A section 136(d)(1)) (Insert additional rows if				
there are more than two "Other State Indicators of Perform					
0		0			0
0		0			0
		Not Met	Met		Exceeded
Overall Status of Local Performance		1	3		13

Local Area Name		Adults		621	
	Total Participants Served	Dislocated Workers		690	
WDA 8 - WEST CENTRAL WDB	Total Farticipants Serveu	Older Youth		94	
	Total Exiters	Younger Youth		200	
		Adults		209	
55065		<b>Dislocated Workers</b>		237	
		Older Youth		34	
		Younger Youth		68	
		Negotiated		Actual	
		Performance L	evel	Performance Level	
	Program Participants	69.0		75.0	
Customer Satisfaction	Employers	68.0		80.3	
	Adults	66.2		73.8	
	Dislocated Workers	82.6		87.7	
Entered Employment Rate	Older Youth	77.5		68.4	
	Adults	78.5		82.7	
	Dislocated Workers	84.8		88.4	
	Older Youth	74.8		73.3	
Retention Rate	Younger Youth	54.5		39.3	
	Adults	3,837		1,868	
	Dislocated Workers	95.0		101.4	
Earnings Change/Earnings Replacement in Six Months	Older Youth	2,586		1,811	
	Adults	60.5		64.3	
	Dislocated Workers	60.5		79.2	
	Older Youth	51.0		59.1	
Credential/Diploma Rate	Younger Youth	56.0		62.1	
Skill Attainment Rate	Younger Youth	72.5		64.5	
Description of Other State Indicators of Performance (WI					
there are more than two "Other State Indicators of Perfor	mance	+			
0		0		0	
0		0		0	
		Not Met	Met	Exceeded	
Overall Status of Least Berfamana		2	•	44	
Overall Status of Local Performance		3	3	11	

Customer Satisfaction  Em Ad Dis Entered Employment Rate  Ad Dis Old	Total Participants Served	Dislocated Workers Older Youth Younger Youth		839 43	
55085  Customer Satisfaction  Em  Ad  Dis  Entered Employment Rate  Old  Old  Old  Old  Old  Old  Old  Ol	rotal Participants Served	Younger Youth			
Customer Satisfaction En Ad Dis Entered Employment Rate Old Dis Old Di					
Customer Satisfaction En Ad Dis Entered Employment Rate Old Dis Old Di		A 1 1/2		126	
Customer Satisfaction En Ad Dis Entered Employment Rate Old Dis Old Di		Adults		42	
Customer Satisfaction En Ad Dis Entered Employment Rate Old Dis Old Di	Total Exiters	Dislocated Workers		206	
Customer Satisfaction Em  Ad  Dis  Entered Employment Rate Old  Ad  Dis  Old  Old  Old  Old  Old  Old  Old  Ol		Older Youth		16	
Customer Satisfaction Em  Ad  Dis  Entered Employment Rate Old  Ad  Dis  Old  Old  Old  Old  Old  Old  Old  Ol		Younger Youth		34	
Customer Satisfaction Em  Ad  Dis  Entered Employment Rate Old  Dis  Old  Old  Old  Old  Old  Old  Old  Ol		Negotiated		Actual	
Customer Satisfaction Em  Ad  Dis  Entered Employment Rate Old  Ad  Dis  Old  Old  Old  Old  Old  Old  Old  Ol		Performance Le	evel	Performance Level	
Entered Employment Rate Old Ad Dis Old	ogram Participants	69.0		74.4	
Entered Employment Rate Old Ad Dis Old	nployers	68.0		79.0	
Entered Employment Rate Old Ad Dis Old	lults	79.8		93.3	
Ad Dis Olo	slocated Workers	75.0		89.9	
Dis Old	der Youth	69.8		100.0	
Ok	lults	86.7		81.8	
	slocated Workers	93.1		88.8	
Retention Rate Yo	der Youth	82.1		50.0	
Retention rate	unger Youth	54.5		100.0	
	lults	3,763		3,846	
Dis	slocated Workers	92.0		97.2	
Earnings Change/Earnings Replacement in Six Months Ok	der Youth	5,439		3,899	
	lults	60.5		66.7	
Dis	slocated Workers	60.5		88.9	
Old	der Youth	51.0		66.7	
Credential/Diploma Rate Yo	unger Youth	56.0		70.0	
Skill Attainment Rate Yo	unger Youth	72.5		83.8	
Description of Other State Indicators of Performance (WIA sec					
there are more than two "Other State Indicators of Performance	ce"				
				_	
0		0		0	
0		0		0	
		Not Met	Met	Exceeded	
Overall Status of Local Performance					

Local Area Name		Adults		359	
	Total Bartisinanta Comund	Dislocated Workers		1,238	
WDA 10 - SOUTH CENTRAL WDB	Total Participants Served	Older Youth		59	
	Total Exiters	Younger Youth		155	
		Adults		103	
55105		Dislocated Workers		352	
		Older Youth		17	
		Younger Youth		43	
		Negotiated		Actual	
		Performance L	evel	Performance Level	
	Program Participants	69.0		69.5	
Customer Satisfaction	Employers	68.0		76.3	
	Adults	81.6		82.6	
	Dislocated Workers	83.5		87.4	
Entered Employment Rate	Older Youth	66.4		80.0	
	Adults	86.3		87.0	
	Dislocated Workers	92.5		93.7	
	Older Youth	87.7		100.0	
Retention Rate	Younger Youth	54.5		57.1	
	Adults	6,271		1,957	
	Dislocated Workers	94.9		95.7	
Earnings Change/Earnings Replacement in Six Months	Older Youth	5,280		3,902	
	Adults	60.5		1.0	
	Dislocated Workers	60.5		33.3	
	Older Youth	51.0		80.0	
Credential/Diploma Rate	Younger Youth	56.0		70.0	
Skill Attainment Rate	Younger Youth	72.5		83.5	
Description of Other State Indicators of Performance (WIA	A section 136(d)(1)) (Insert additional rows if				
there are more than two "Other State Indicators of Perfor	mance"				
0		0		0	
0		0		0	
		Not Met	Met	Exceeded	
Overall Status of Local Performance		4	0	13	
		<u> </u>	<u> </u>		

Local Area Name		Adults		418	
	Total Bartisinanta Camuad	Dislocated Workers		542	
WDA 11 - SOUTHWEST WI WDB	Total Participants Served	Older Youth		124	
	Total Exiters	Younger Youth		297	
		Adults		250	
55110		Dislocated Workers		255	
		Older Youth		70	
		Younger Youth		88	
		Negotiated		Actual	
		Performance Lo	evel	Performance Level	
	Program Participants	69.0		69.6	
Customer Satisfaction	Employers	68.0		78.6	
	Adults	80.9		76.2	
	Dislocated Workers	78.1		89.5	
Entered Employment Rate	Older Youth	69.2		75.6	
	Adults	78.8		86.8	
	Dislocated Workers	78.8		90.1	
	Older Youth	75.5		83.3	
Retention Rate	Younger Youth	54.5		42.9	
	Adults	5,802		3,778	
	Dislocated Workers	95.0		96.7	
Earnings Change/Earnings Replacement in Six Months	Older Youth	2,465		2,716	
	Adults	60.5		57.1	
	Dislocated Workers	60.5		79.0	
	Older Youth	51.0		76.4	
Credential/Diploma Rate	Younger Youth	56.0		73.1	
Skill Attainment Rate	Younger Youth	72.5		78.7	
Description of Other State Indicators of Performance (WIA					
there are more than two "Other State Indicators of Perform	mance"				
0		0		0	
0		0		0	
		Not Met	Met	Exceeded	
Overall Status of Local Performance		2	2	13	